味の素グループ サステナビリティレポート2026
Ajinomoto Group Sustainability Report 2026

環境データ
Environmental Data

■ 温室効果ガスの排出量削減
■ 水資源の保全
■ 廃棄物の3R
■ ISO 14001登録証

■ Reduction of greenhouse gas emissions
■ Conservation of water resources
■ 3Rs of waste
■ ISO 14001 certificate

環境データの対象組織
Boundary of the environmental data

2026年3月31日現在の味の素（株）および「環境規程」に基づく「味の素グループ環境マネジメント」の対象となるグループ会社における環境データを報告しています。対象事業所は128となり、この範囲での集計は、連結財務会計制度上の味の素グループ全体の環境に関する実績を代表する内容です。

※ スコープ1、2、3算定において、昨年からの継続性、SBTiとの整合性の観点から、2026年3月期算定においては、現在データ収集対象に含まれていない12法人は含めず、非重要法人かつ非生産拠点でデータを取得している会社（18社）については含めることとします。

The environmental data of this section covers Ajinomoto Co., Inc. and other Group companies subject to the Ajinomoto Group Environmental Management as defined in the company's Environmental Regulations as of March 31, 2026. Performance statistics are for the 128 sites, which substantially represent the environmental performance of the entire Ajinomoto Group under the consolidated financial accounting system.

[1] To maintain continuity with the previous year and consistency with SBTi requirements, the FY2026 (year ending March 2026) Scope 1, 2, and 3 emissions calculations continue to exclude 12 entities that remain outside the data collection scope, while including 18 non-material, non-production entities for which data are collected.

データ算出について
Data calculation

保証マーク ☑ が付された指標については、2025年度実績より、KPMGあずさサステナビリティ株式会社によるISAE3000およびISAE3410に準拠した第三者保証を受けています。

Beginning in fiscal 2025, results for metrics marked with the assurance symbol ☑ have received third-party assurance in accordance with ISAE 3000 and ISAE3410, performed by KPMG AZSA Sustainability Co., Ltd.

温室効果ガスの排出量削減　Reduction of greenhouse gas emissions

温室効果ガスの排出量　Greenhouse gas emissions

(t-CO_2e)

		2018年度(基準年)　FY2018 (Base Year)	2021年度　FY2021	2022年度　FY2022	2023年度　FY2023	2024年度　FY2024	2025年度　FY2025
スコープ1 Scope 1		1,196,969	1,005,363	973,780	767,084	675,022	561,956 [1] ☑
スコープ2 Scope 2	マーケット基準 Market-based method	1,015,723	606,594	611,712	512,652	444,362	434,121 [1] ☑
	ロケーション基準 Location-based method	1,026,764	622,059	620,751	516,707	477,929	759,222 [1][2] ☑
スコープ3 カテゴリー1: 購入した製品・サービス Scope 3 Category 1: Purchased goods and services		8,115,946	6,960,412	6,610,392	6,494,563	5,902,119	5,700,985
スコープ3 カテゴリー2: 資本財 Scope 3 Category 2: Capital goods		249,944	232,674	219,172	241,466	302,696	413,288
スコープ3 カテゴリー3: スコープ1,2に含まれない燃料およびエネルギー関連活動 Scope 3 Category 3: Fuel- and energy-related activities		381,765	583,499	604,719	587,760	610,676	470,610
スコープ3 カテゴリー4: 輸送、配送(上流) Scope 3 Category 4: Upstream transportation and distribution		1,274,589	1,121,673	1,037,133	981,743	1,241,268	1,247,956
スコープ3 カテゴリー5: 事業上の廃棄物 Scope 3 Category 5: Waste generated in operations		140,678	92,884	97,854	82,326	80,534	72,178
スコープ3 カテゴリー6: 出張 Scope 3 Category 6: Business travel		4,479	4,350	4,446	4,500	4,532	4,522
スコープ3 カテゴリー7: 雇用者の通勤 Scope 3 Category 7: Employee commuting		16,206	15,740	16,087	16,283	16,398	16,364
スコープ3 カテゴリー8: 上流のリース資産 Scope 3 Category 8: Upstream leased assets		カテゴリー1に含む Included in category 1	カテゴリー1に含む Included in category 1	カテゴリー1に含む Included in category 1	カテゴリー1に含む Included in category 1	カテゴリー1に含む Included in category 1	カテゴリー1に含む Included in category 1
スコープ3 カテゴリー9: 輸送、配送(下流) Scope 3 Category 9: Downstream transportation and distribution		3,780	3,448	2,535	2,802	4,981	2,800
スコープ3 カテゴリー10: 販売した製品の加工 Scope 3 Category 10: Processing of sold products		8,158	126,716	108,585	78,445	60,659	62,554
スコープ3 カテゴリー11: 販売した製品の使用 Scope 3 Category 11: Use of sold products		1,294,392	1,396,947	1,386,049	1,296,947	1,245,292	1,020,443
スコープ3 カテゴリー12: 販売した製品の廃棄 Scope 3 Category 12: End-of-life treatment of sold products		443,333	409,500	405,337	400,585	401,455	387,159
スコープ3 カテゴリー13: 下流のリース資産 [3] Scope 3 Category 13: Downstream leased assets [3]		–	–	–	–	–	–
スコープ3 カテゴリー14: フランチャイズ [3] Scope 3 Category 14: Franchises [3]		–	–	–	–	–	–
スコープ3 カテゴリー15: 投資 [3] Scope 3 Category 15: Investments [3]		–	–	–	–	–	–
スコープ3合計 Scope 3 total		11,933,270	10,947,844	10,492,309	10,187,420	9,870,610	9,398,859 ☑
スコープ1, 2, 3合計 Scope 1, 2 and 3 total		14,145,962	12,599,801	12,077,801	11,467,156	10,989,993	10,394,937

[1] 算定方針の変更に伴い、一部の事業所において、当社が経営支配力を有していない発電設備に係る排出量のスコープ区分をスコープ1からスコープ2へ変更したことによる影響が含まれています
[2] 算定方針の変更に伴い、一部の事業所において、再生可能エネルギー電力量（含む証書）に関するロケーション基準での算定方法を正したことによる影響が含まれています
[3] 算定対象外

[1] In conjunction with a change in calculation policy, these figures include the impact of reclassifying emissions associated with power generation facilities at certain business sites, over which the Company has no operational control, from Scope 1 to Scope 2.
[2] In conjunction with a change in calculation policy, these figures include the impact of correcting the location-based calculation method for renewable electricity consumption (including certificates) at certain business sites.
[3] Not included in calculation

(t-CO_2e)

地域別 By region	2018年度(基準年) FY2018 (Base Year)	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
スコープ1排出量 Scope 1 emissions	1,196,969 [1]	1,005,363	973,780	767,084	675,022	561,956 [2] ☑
日本 Japan	327,345	288,531	279,268	260,444	230,890	122,541
アジア・アフリカ Asia/Africa	525,845 [1]	411,664 [1]	394,213 [1]	225,154 [1]	173,883 [1]	202,195
欧州 Europe	39,581 [1]	19,396 [1]	16,316 [1]	15,825 [1]	11,183 [1]	16,756
北米 North America	219,337	206,394	210,282	203,728	195,454	155,981
南米 South America	67,231	67,975	63,998	50,201	51,620	46,090
中国 China	17,629	11,402	9,704	11,731	11,992	18,394
スコープ2排出量(マーケット基準) Scope 2 emissions (market-based method)	1,015,723	606,594	611,712	512,652	444,362	434,121 [2] ☑
日本 Japan	141,952	101,645	92,886	66,036	58,746	168,084
アジア・アフリカ Asia/Africa	426,075 [1]	275,561 [1]	307,423 [1]	261,394 [1]	209,179 [1]	133,088
欧州 Europe	185,567 [1]	21,757 [1]	20,318 [1]	20,104 [1]	18,362 [1]	15,610
北米 North America	193,766	170,258	159,857	137,049	134,768	105,581
南米 South America	40,308	6,753	2,646	203	115	79
中国 China	28,056	30,620	28,582	27,867	23,193	11,679
スコープ1・2排出量合計 Scope 1 and 2 total emissions	2,212,692	1,611,957	1,585,492	1,279,736	1,119,383	996,077
日本 Japan	469,297	390,177	372,154	326,480	289,636	290,626
アジア・アフリカ Asia/Africa	951,921 [1]	687,224 [1]	701,637 [1]	486,548 [1]	383,062 [1]	335,282
欧州 Europe	225,148 [1]	41,153 [1]	36,634 [1]	35,929 [1]	29,545 [1]	32,366
北米 North America	413,103	376,652	370,139	340,777	330,221	261,562
南米 South America	107,538	74,729	66,644	50,405	51,735	46,169
中国 China	45,686	42,022	38,286	39,598	35,185	30,072

[1] 集計の見直しのため修正
[2] 算定方針の変更に伴い、一部の事業所において、当社が経営支配力を有していない発電設備に係る排出量のスコープ区分をスコープ1からスコープ2へ変更したことによる影響が含まれています

[1] Corrections made after data review.
[2] In conjunction with a change in calculation policy, these figures include the impact of reclassifying emissions associated with power generation facilities at certain business sites, over which the Company has no operational control, from Scope 1 to Scope 2.

(t-CO_2e)

機能/事業別 By business activity/division		2018年度(基準年) FY2018 (Base Year)	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
スコープ1排出量 Scope 1 emissions		1,196,969	1,005,363	973,780	767,084	675,022	561,956 [1]
機能別 Business activities	生産 Production	1,149,384	974,789	932,429	740,452	667,049	543,508
	物流 Transportation	25,976	12,524	24,732	9,674	6,461	15,674
	間接(本社・営業・研究) Other (office, sales, R&D, etc.)	21,609	18,050	16,620	16,957	1,512	2,774
事業別 Business division	食品 Food Products	347,927	485,193	524,660	495,477	452,174	396,511
	バイオ& ファインケミカル Bio & Fine Chemicals	849,041	520,170	449,121	271,607	222,848	165,445
スコープ2排出量(マーケット基準) Scope 2 emissions (market-based method)		1,015,723	606,594	611,712	512,652	444,362	434,121 [1]
機能別 Business activities	生産 Production	1,010,908	604,268	609,377	510,224	437,602	426,786
	物流 Transportation	9	3	5	3	4	0
	間接(本社・営業・研究) Other (office, sales, R&D, etc.)	4,806	2,323	2,330	2,425	6,756	7,335
事業別 Business division	食品 Food Products	379,571	311,163	299,081	268,331	258,598	237,767
	バイオ& ファインケミカル Bio & Fine Chemicals	636,152	295,431	312,631	244,321	185,764	196,354

[1] 算定方針の変更に伴い、一部の事業所において、当社が経営支配力を有していない発電設備に係る排出量のスコープ区分をスコープ1からスコープ2へ変更したことによる影響が含まれています

[1] In conjunction with a change in calculation policy, these figures include the impact of reclassifying emissions associated with power generation facilities at certain business sites, over which the Company has no operational control, from Scope 1 to Scope 2.

温室効果ガス排出原単位 [1] Greenhouse gas emissions per volume unit [1]

	2018年度(基準年) FY2018 (Base Year)	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
スコープ1・2排出原単位(製品1t当たり原単位) [t-CO_2e/t] Scope 1 and 2 emissions per volume unit (intensity per ton of product) [t-CO_2e/t]	0.84	0.68	0.67	0.57	0.49	0.44
スコープ3排出原単位(製品1t当たり原単位) [t-CO_2e/t] Scope 3 emissions (excluding Category 11) per volume unit (intensity per ton of product) [t-CO_2e/t]	4.54	4.64	4.46	4.50	4.29	4.14
生産量 [千t] Production volume [1,000 t]	2,627 [2]	2,360 [2]	2,350	2,265	2,301	2,268
スコープ1・2排出原単位(売上高百万円当たり原単位) [t-CO_2e/百万円] Scope 1 and 2 emissions per volume unit (intensity per million yen sales) [t-CO_2e/million yen]	1.99	1.40	1.17	0.89	0.73	0.63
スコープ3排出原単位(売上高百万円当たり原単位) [t-CO_2e/百万円] Scope 3 emissions per volume unit (intensity per million yen sales) [t-CO_2e/million yen]	10.71	9.53	7.72	7.08	6.45	5.93
連結売上高 [百万円] Consolidated sales [million yen]	1,114,308	1,149,370	1,359,115	1,439,231	1,530,556	1,583,719

[1] スコープ1・2排出原単位はスコープ2排出量（マーケット基準）を用いて算定
[2] データ集計タイミングの関係から、水、廃棄物の算定において、一部異なる生産量データを使用しています

[1] Scope 1 and 2 emissions intensity calculated using Scope 2 emissions (market-based method)
[2] Production volume data for calculating water and waste differs in part due to differences in the timing of data aggregation.

味の素グループ製品のCFP値
Ajinomoto Group products carbon footprint

製品名 Product	生産工場 Production plant	CFP値[1]（製品1kg当たり） CFP values[1] (per kg of product)	料理一皿当たりのCFP値[2] CFP values per serving[2]
(1)家庭用「ほんだし®」 (1) *HON-DASHI®*	味の素食品(株)川崎工場 Kawasaki Plant, Ajinomoto Food Manufacturing Co., Ltd.	14.08 kg-CO_2e	-
(2)家庭用「味の素KKコンソメ」(顆粒) (2) *Ajinomoto KK Consommé* (Granules)	味の素食品(株)高津工場 Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	6.87 kg-CO_2e	-
(3)「クノール®カップスープ」つぶたっぷりコーンクリーム (3) *Knorr® Cup Soup Tsubu Tappuri Corn Cream*	味の素食品(株)高津工場 Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	7.08 kg-CO_2e	-
(4)「味の素KKおかゆ」白がゆ250g (4) *Ajinomoto KK Shirogayu 250 g*	味の素食品(株)高津工場 Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	0.81 kg-CO_2e	-
(5)「Cook Do®」回鍋肉用 (5) *Cook Do® Hoikoro*	味の素食品(株)川崎工場 Kawasaki Plant, Ajinomoto Food Manufacturing Co., Ltd.	2.95 kg-CO_2e	1皿(約700g)当たり1.21kg-CO_2e 1.21 kg-CO_2e per serving (approx. 700 g)
(6)「Cook Do®きょうの大皿®」豚バラ大根用 (6) *Cook Do® Kyo-no Oozara Butabara Daikon*	味の素食品(株)静岡工場 Shizuoka Plant, Ajinomoto Food Manufacturing Co., Ltd.	2.31 kg-CO_2e	1皿(約1kg)当たり2.90kg-CO_2e 2.90 kg-CO_2e per serving (approx. 1 kg)
(7)「鍋キューブ®」鶏だし・うま塩 (7) *Nabe Cube Toridashi Umashio*	味の素食品北海道(株)訓子府工場 Kunneppu Plant, Ajinomoto Food Manufacturing Hokkaido Co., Ltd.	8.54 kg-CO_2e	-
(8)「ブレンディ®」スティックカフェオレ (8) *Blendy® Stick Café au Lait* (coffee mixes)	AGF鈴鹿(株) AGF Suzuka, Inc.	4.85 kg-CO_2e	-
(9)冷凍食品「レモンとバジルのチキン香り揚げ」 (9) *Lemon and Basil Fried Chicken* (frozen foods)	味の素冷凍食品(株)九州工場 Kyushu Plant, Ajinomoto Frozen Foods Co., Inc.	5.84 kg-CO_2e	-
(10)「ヤマキめんつゆ」400mL、500mL増量 (10) *Yamaki Mentsuyu* (400 mL and 500 mL)	ヤマキ(株)第二工場およびみなかみ工場 Daini Plant and Minakami Plant, YAMAKI Co., Ltd.	2.02 kg-CO_2e	-
(11)「Masako® Ayam」11g (11) *Masako® Ayam* (11 g)	インドネシア味の素社モジョケルト工場 Mojokerto Factory, PT Ajinomoto Indonesia	2.49 kg-CO_2e	-
(12)「Aji-ngon® Pork flavor seasoning」400g (12) *Aji-ngon® Pork flavor seasoning* (400 g)	ベトナム味の素社ロンタン工場 Long Thanh Factory, Ajinomoto Vietnam Co., Ltd.	2.68 kg-CO_2e	-
(13)「Ros Dee® Pork」75g (13) *Ros Dee® Pork* (75 g)	タイ味の素社ノンケー工場 Nong Khae Factory, Ajinomoto Co., (Thailand) Ltd.	3.15 kg-CO_2e	-

[1] (一社) 産業環境管理協会PCR No.PA-CG-02に従い算定。算定システムおよび算定結果については、ロイド・レジスター・クオリティ・アシュアランス・リミテッドよりISO/TS14067を基準とした第三者保証声明書を取得
[2] 野菜、肉等の具材のCFP値が含まれる

[1] Carbon footprint (CFP) values in the report are calculated in accordance with PCR No. PA-CG-02 from the Japan Environmental Management Association for Industry. The calculation methodology and the results have been verified by a third-party assurance statement from Lloyd's Register Quality Assurance Limited, based on the ISO/TS 14067 standard.
[2] CFP values of ingredients, including vegetables and meat.

温室効果ガス排出の測定方法等について

当社グループでは、温室効果ガス排出については、「温室効果ガスプロトコルの企業算定及び報告基準（2004年）」（以下「GHG プロトコル（2004年）」）を参考にした社内規定に従って測定しています。スコープ1+2+3の活動量は、主に生産拠点における値を対象としています。なお、GHG排出量の定量化は、活動量データの測定、および排出係数の決定に関する不確実性ならびに地球温暖化係数の決定に関する科学的不確実性にさらされています。

温室効果ガス排出の測定アプローチ

当社グループは、「GHG プロトコル（2004 年）」に基づき温室効果ガス排出を測定するにあたり、測定アプローチとして経営支配力アプローチを用いています。当該アプローチを通し、スコープ1+2の目標を達成するための施策として、省エネルギー活動やGHG発生の少ない燃料への転換、バイオマスや太陽光等の再生可能エネルギー利用、エネルギー使用量を削減するプロセスの導入を進めています（国内グループ会社における再エネ証書の調達など）。スコープ3については、製品ライフサイクル全体のGHG総排出量の約60%を原材料が占めていることから、原料サプライヤーへのGHG削減の働きかけや、再生農業を中心とした農業施策によるGHG削減、新技術導入に向けた検討を進めています。

温室効果ガス排出の測定方法

スコープ1温室効果ガス排出
当社グループにおけるスコープ1温室効果ガス排出の発生要因は、主に製品の製造に関連して購入した燃料の使用による直接排出などです。
原則として当年度末時点で入手可能な最新の排出係数を使用しています。地球温暖化係数は、気候変動に関する政府間パネル（IPCC）による第6次評価報告書における係数を使用しています。
当連結会計年度における活動量に、当連結会計年度末において入手可能な最新の環境省「温室効果ガス排出量算定・報告・公表制度における算定方法・排出係数一覧」に定める排出係数を乗じることにより算定しています。

スコープ2温室効果ガス排出
当社グループにおけるスコープ2温室効果ガス排出の発生要因は、主に製造に関連して購入した電力や熱の使用による間接的な排出です。

ロケーション基準
電力使用量については、当連結会計年度における活動量に、当連結会計年度末において入手可能な最新の国際エネルギー機関（IEA）の国別排出係数を乗じることにより、見積りの方法に基づきロケーション基準によるスコープ2温室効果ガス排出を測定しています。

マーケット基準
当社グループ国内拠点は、当連結会計年度における電力契約ごとの電力使用量に、当連結会計年度末において入手可能な最新の環境省の「電気事業者別排出係数」における電力契約ごとの排出係数を乗じることにより、見積りの方法に基づきマーケット基準によるスコープ2温室効果ガス排出を測定しています。
また、当社グループ海外拠点は、当連結会計年度における電力契約ごとの電力使用量に、当連結会計年度末において入手可能な最新の国際エネルギー機関（IEA）の国別排出係数を乗じることにより、見積りの方法に基づきマーケット基準によるスコープ2温室効果ガス排出を測定しています。
なお、再生可能エネルギー由来電力、非化石証書およびI-REC等のうち、「GHGプロトコル スコープ 2ガイダンス」等を参考にした品質要件に適合すると判断したものを算定に反映しています。

How We Measure Greenhouse Gas Emissions

The Ajinomoto Group measures greenhouse gas emissions in accordance with internal regulations based on the GHG Protocol Corporate Standard (2004 edition; "GHG Protocol (2004)"). Activity levels for Scopes 1, 2, and 3 mainly represent data from production sites. The quantification of GHG emissions is subject to uncertainties related to the measurement of activity data and the determination of emission factors, as well as scientific uncertainties regarding the determination of global warming potential.

Approach to Measuring Greenhouse Gas Emissions

The Ajinomoto Group uses the operational control approach to measure greenhouse gas emissions in line with the GHG Protocol (2004). Reflecting this approach, our measures to meet our Scope 1 and 2 targets include conducting energy-saving activities, switching to fuels with low GHG emissions, using renewables such as biomass and solar power, and introducing processes to lower energy consumption (e.g., procurement of renewable energy certificates at Group companies in Japan). For Scope 3 targets, raw materials are causing approximately 60% of total GHG emissions over the whole product life cycle. Therefore, we encourage raw material suppliers to reduce their GHGs and consider introducing new technologies and reducing GHG emissions through agricultural initiatives centered on regenerative agriculture.

Methods for Measuring Greenhouse Gas Emissions

Measuring Scope 1 GHG Emissions
The primary sources of Scope 1 greenhouse gas emissions within the Ajinomoto Group are direct emissions resulting from the use of fuel purchased in connection with product manufacturing.
As a general rule, we use the most recent emission factors available as of the end of the fiscal year in question. Values for global warming potential are based on figures provided in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.
We calculate our figures by multiplying the activity levels for the consolidated fiscal year in question by the emission factors specified in the Ministry of the Environment's List of Calculation Methods and Emission Factors under Systems for Calculation, Reporting and Public Disclosure of Greenhouse Gas Emissions (latest version as of the end of the consolidated fiscal year).

Measuring Scope 2 GHG Emissions
The primary sources of Scope 2 greenhouse gas emissions within the Ajinomoto Group are indirect emissions resulting from the use of electricity and heat purchased for manufacturing purposes.

Location-based method
We estimate location-based Scope 2 GHG emissions related to electricity usage by multiplying activity data for the consolidated fiscal year by the latest country-specific emission factors published by the International Energy Agency available as of the end of the consolidated fiscal year.

Market-based method
Ajinomoto Group locations in Japan estimate market-based Scope 2 GHG emissions by multiplying electricity consumption for the consolidated fiscal year under each electricity contract by the corresponding contract-specific emission factor specified in the latest version of the Ministry of the Environment's Emission Factors by Electricity Supplier (latest version as of the end of the consolidated fiscal year).
The Group's overseas locations estimate market-based Scope 2 GHG emissions by multiplying electricity consumption for the consolidated fiscal year under each electricity contract by the latest country-specific emission factors published by the International Energy Agency (latest version as of the end of the consolidated fiscal year).
We include renewable electricity, non-fossil fuel certificates, I-RECs, and similar instruments in the calculation when such are deemed to satisfy the quality criteria established with reference to the GHG Protocol Scope 2 Guidance and other relevant guidance.

スコープ3 各カテゴリーの詳細　Details of Scope 3 categories

	対象範囲　Boundary	活動量　Activity data	排出係数　Emissions factor
カテゴリー1: 購入した製品・サービス Category 1: Purchased goods and services	国内外の全ての製造拠点で購入した原料、包材 Raw materials and packaging materials purchased at all manufacturing sites, Japan and overseas	各製造拠点の生産量 Production volume at each manufacturing site	原料および包材については該当する製品もしくはあてはめ製品の原料(含む包材)段階のCFP原単位 [1][2] CFP per-unit values for raw materials and packaging materials at the raw material stage (including packaging materials) for the applicable product or comparable product. [1][2]
カテゴリー2: 資本財 Category 2: Capital goods	国内外の全ての拠点における資本財 Capital goods at all locations, Japan and overseas	設備投資額 Capital expenditures	環境省の「サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.6)」における「資本財の価格当たり排出原単位」 Emission intensity per unit price of capital goods in the Ministry of the Environment's *Emission Factor Database for Calculating Greenhouse Gas Emissions of Organizations Throughout the Supply Chain (Ver. 3.6)*
カテゴリー3: Scope1,2に含まれない燃料およびエネルギー関連活動 Category 3: Fuel- and energy-related activities	国内外の全ての拠点における燃料および電力・熱 Fuel, electricity, and heat at all locations, Japan and overseas	①スコープ1,2で確定した購入量をもとに算定 ②同上 (1) Calculated based on the procurement volume determined for Scope 1 and 2 emissions (2) Same as above	①IDEA v3.5.1 ②一般社団法人　バイオマス発電事業者協会が「バイオマス燃料のライフサイクルGHG試算結果と今後の取組について」の46ページで公表したもみ殻の加工から輸送(輸入時海上輸送除く)である17.19g-CO_2/MJ (1) IDEA v3.5.1 (2) The Biomass Power Association published the figure of 17.19 g-CO2/MJ for the process from rice husk processing to transportation (excluding marine transportation at the time of import) on page 46 of its report titled *Life Cycle GHG Estimation Results for Biomass Fuels and Future Initiatives.*
カテゴリー4: 輸送、配送(上流) Category 4: Upstream transportation and distribution	国内外の全ての製造拠点における輸送、配送(上流) Transportation and distribution (upstream) at all manufacturing sites, Japan and overseas	各製造拠点の生産量(カテゴリー1と同様) Production volume at each manufacturing site (same as Category 1)	該当する製品もしくはあてはめ製品の上流(原料)、自社が費用負担する下流(製品)の輸送段階の製品生産当たりの輸送原単位(出荷重量×輸送先までの距離×トンキロ原単位) なお、トンキロ原単位はIDEAv3.5.1係数を使用 The per-unit transport intensity of the production of goods (shipment weight × distance to destination × ton-kilometer intensity) for the relevant product or the equivalent product's upstream (raw materials) and downstream (product) transportation stages, for which the Company bears the costs. Note: The ton-kilometer intensity uses the IDEA v3.5.1 factors.
カテゴリー5: 事業上の廃棄物 Category 5: Waste generated in operations	国内外の全ての拠点で排出される廃棄物 Waste generated at all locations, Japan and overseas	製造に関連する非有価物の廃棄物排出量 Amount of non-valuable waste generated from manufacturing	環境省の「サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.6)」における「廃棄物種類別排出原単位」 Emission intensity by waste type in the Ministry of the *Environment's Emission Factor Database for Calculating Greenhouse Gas Emissions of Organizations Throughout the Supply Chain (Ver. 3.6)*
カテゴリー6: 出張 Category 6: Business travel	国内外の全ての拠点における従業員の出張 Employee business travel at all locations, Japan and overseas	当連結会計年度末の連結ベースの従業員数 Number of employees, consolidated, as of the end of the current consolidated fiscal year	環境省の「サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.6)」における「従業員当たりの排出原単位」 Emission intensity per employee in the Ministry of the *Environment's Emission Factor Database for Calculating Greenhouse Gas Emissions of Organizations Throughout the Supply Chain (Ver. 3.6)*
カテゴリー7: 雇用者の通勤 Category 7: Employee commuting	国内外の全ての拠点における従業員の通勤 Employee commute travel at all locations, Japan and overseas	当連結会計年度末の連結ベースの従業員数 Number of employees, consolidated, as of the end of the current consolidated fiscal year	環境省の「サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.6)」における「従業員数・勤務日数当たり排出原単位」 Emission intensity per employee per working day in the Ministry of the *Environment's Emission Factor Database for Calculating Greenhouse Gas Emissions of Organizations Throughout the Supply Chain (Ver. 3.6)*
カテゴリー9: 輸送、配送(下流) Category 9: Downstream transportation and distribution	国内の全ての製造拠点における輸送、配送(下流) Transportation and distribution (downstream) at all manufacturing sites in Japan	連結グループのうち、国内拠点の生産量 Production volume at locations in Japan within the consolidated group	47都道府県の平均半径距離にサプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.6)が公表している「【2】温室効果ガス排出量算定・報告・公表制度における【輸送】に関する排出係数③トンキロ法」を乗じて算定 *Calculated by multiplying the average radius distance for the 47 prefectures by the emission factors for the ton-kilometer method ([2] Emission Factors for Transportation under Systems for Calculation, Reporting and Public Disclosure of Greenhouse Gas Emissions: ③ Ton-kilometer Method) published in Emission Factor Database for Calculating Greenhouse Gas Emissions of Organizations Throughout the Supply Chain (Ver. 3.6)*
カテゴリー10: 販売した製品の加工 Category 10: Processing of sold products	国内外の製造拠点のうちOEM製造以外のB to B製品に関する加工 Production of B2B products (excluding OEM manufacturing) at manufacturing sites, Japan and overseas	B to Bの製品の生産量 B2B product production volume	IDEA v3.5.1
カテゴリー11: 販売した製品の使用 Category 11: Use of sold products	国内外の製造拠点のうち、冷凍食品、カップスープ、即席麺、インスタントコーヒーの販売した製品の使用 Use of products sold, consisting of frozen foods, cup soups, instant noodles, and instant coffee, from manufacturing sites, Japan and overseas	冷凍食品、カップスープ、即席麺、インスタントコーヒーの使用段階の生産量 Production volume at the consumption stage for frozen foods, cup soups, instant noodles, and instant coffee	冷凍食品、カップスープ、インスタントコーヒーの使用段階のCFP原単位 [1] 即席麺はカップスープと同じものを使用 CFP intensity at the consumption stage for frozen foods, cup soups, and instant coffee [1] Instant noodles uses the same CFP intensity as cup soups
カテゴリー12: 販売した製品の廃棄 Category 12: End-of-life treatment of sold products	国内外の全ての製造拠点の販売した製品の廃棄 Disposal of products sold by all manufacturing sites, Japan and overseas	各製造拠点の生産量(カテゴリー1と同様) Production volume at each manufacturing site (same as Category 1)	該当する製品もしくはあてはめ製品廃棄段階のCFP原単位 [1] CFP per-unit values for the applicable product or comparable product at the disposal stage [1]

各拠点の活動量および会計システムから出力されるデータについては、当社グループにおいて内部統制が構築されており、検証されたデータを使用しています
カテゴリー13・14・15はスコープ3全体に占める重要性の観点から対象外としています
当社が使用するリース資産については、当社が経営支配力を有しており、スコープ1およびスコープ2に含めて算定しているためカテゴリー8には該当しません
[1] CFP原単位については、(一社) 産業環境管理協会PCR No.PA-CG-02に従い算定。算定システムおよび算定結果については、ロイド・レジスター・クオリティ・アシュアランス・リミテッドよりISO/TS14067を基準とした第三者保証声明書を取得。CFP原単位の計算で使用する係数については、IDEA v3.5.1を使用
[2] スコープ3カテゴリー1については、主要原材料の一部について1次データを使用しています

The Ajinomoto Group has established internal controls and uses verified data related to the activity data at each location and the data generated by the accounting system.
Categories 13, 14, and 15 have been excluded based on their relative importance within Scope 3 as a whole.
We exercise operational control over leased assets used by the Company and include said assets in Scope 1 and Scope 2 calculations. Accordingly, these assets do not fall under Category 8.
[1] CFP intensity is calculated in accordance with PCR No. PA-CG-02 from the Japan Environmental Management Association for Industry. The calculation methodology and the results have been verified by a third-party assurance statement from Lloyd's Register Quality Assurance Limited, based on the ISO/TS 14067 standard.
[2] We used primary data for certain major raw materials related to Scope 3 Category 1

エネルギー投入量
Energy input

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
エネルギー投入量[TJ] [1] Energy input [TJ] [1]	31,733	32,125	29,364	29,348 [2]	28,531
エネルギー投入量原単位(製品1千t当たり原単位) Energy input intensity of production (per kilotonnes of product)	13.4	13.7	13.0	12.8 [2]	12.6

[1] TJ＝テラジュール、T（テラ）＝10^{12}。ジュール換算係数は2005年当時の公的係数を使用
[2] 集計の見直しのため修正

[1] TJ: terajoule, T (tera) = 10^{12}; using the joule conversion factors officially published in 2005.
[2] Corrections made after data review.

エネルギー構成比（熱量換算）
Composition of consumed energy (thermal equivalent)

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
購入電力 Grid electricity (excluding renewable energy sources, e.g., hydropower)	14%	14%	13%	12% [1]	9%
ガス類 Gas	38%	37%	43%	42% [1]	41%
石油類 Oil	5%	5%	2%	1%	3%
購入エネルギー Purchased energy (steam), coal, etc.	13%	12%	4%	2%	2%
再生可能エネルギー(燃料含む熱量ベース) Renewable energy (thermal equivalent including fuel)	29%	32%	38%	43% [1]	45%

[1] 集計の見直しのため修正
[1] Corrections made after data review.

NOx他の大気排出量
NOx and other atmospheric emissions

[tonnes]

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
窒素酸化物(NOx) Nitrogen oxide (NOx)	5,673	4,730	3,977	4,135	1,091
硫黄酸化物(SOx) Sulfur oxide (SOx)	7,676	5,311	1,068	857	142
煤塵 Particulates	871	3,492	762	143	180
フロン [1] CFCs [1]	5	4	11	5 [2]	10

[1] 自然冷媒などのノンフロンを除外しています
[2] 集計の見直しのため修正

[1] Figures exclude natural refrigerants and other non-fluorocarbons due to the redefinition of CFCs, HCFCs, and HFCs
[2] Corrections made after data review.

水資源の保全　Conservation of water resources

水使用量・原単位の推移　Water use/intensity

[1,000 kL]

	2018年度(基準年)　FY2018 (Base Year)	2021年度　FY2021	2022年度　FY2022	2023年度　FY2023	2024年度　FY2024	2025年度　FY2025
総取水量 [1][2] Total water withdrawal [1][2]	63,687	59,979	60,039	58,358	56,098	55,646
地表水(淡水) Fresh surface water	20,672	17,259	17,890	17,520	17,494	16,242
半塩水、海水 Brackish surface water/seawater	0	0	0	0	0	0
地下水(淡水、再生可能) Fresh groundwater, renewable	14,865	13,769	13,369	12,507	11,139	11,850
地下水(淡水、再生不可能) Fresh groundwater, non-renewable	0	0	0	0	0	0
プロセス水 Produced water	0	0	0	0	0	0
市営水道水(含む工業用水) Municipal water (including industrial water)	28,150	28,950	28,781	28,332	27,465	27,554
水使用量削減率(対2018年度) Reduction rate of water use (vs. FY2018)	-	6%	6%	8%	12%	13%
使用量原単位(製品1t当たり原単位) Water consumption per production volume unit (intensity per ton of product)	26	25	26	26	24	25
生産量[千t] Production volume [1,000 t]	2,461 [3]	2,360 [3]	2,354	2,265	2,301	2,268
総排水量 [2][4] Total water discharge [2][4]	51,305	48,034	46,353	45,735	47,419	43,575
河川、湖沼に放流(当社にて処理) Fresh surface water (processed by the Group) (treated by the Company)	23,174	20,490	19,655	19,048	20,369	20,386
半塩水、海水域に放流 Brackish surface water/seawater	0	0	0	0	0	0
地下水に戻す Groundwater	0	0	0	0	0	0
第三者処理(市営下水道ほか) Third-party destinations	11,101	11,360	11,245	11,049	12,211	8,310
リサイクル・リユースした水量(間接冷却水の河川への排水量) Total water recycled or reused (drainage of indirect cooling water into rivers)	17,029	16,184	15,453	15,638	14,839	14,878
リサイクル・リユースした水量割合 Proportion of water recycled or reused	27%	27%	26%	27%	26%	27%
総消費水量 Total water consumption	12,382	11,945	13,685	12,623	8,678	12,071
総BOD排出量[t] [4] BOD [tons] [4]	312	263	269	210	198	222
総窒素分排出量[t] [4] Nitrogen [tons] [4]	501	430	327	303	531	541

[1] 取水量は、各国・地域の法律に準じて計量・請求された量あるいはポンプ電力・配管線速により量換算
[2] 水資源の削減目標のKPIを2040年度までに対2018年度比で水使用量15%に変更
[3] データ集計タイミングの関係から、水の算定において、他の環境データとは一部異なる生産量データを使用しています
[4] 排水の量・質は、各国・地域の法律に則って計量された値を集計

[1] Water withdrawal is disclosed as the volume measured and invoiced in accordance with the laws of each country and region, or as a converted volume based on pump power use and pipe water speed.
[2] The KPI for the water resource reduction target has been revised to a 15% reduction in water usage by FY2040 compared to FY2018.
[3] Production volume data for calculating water consumption differs from other environmental data in part due to differences in the timing of data aggregation.
[4] Data for quantity and quality of wastewater is aggregated in accordance with the laws of each country and region.

水ストレスの高い地域（ペルー）の水使用量・原単位の推移
Water use/intensity in regions with high water stress (Peru)

[1,000 kL]

	2018年度（基準年）	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
総取水量 [1] Total water withdrawal [1]	575	496	535	491	455	503
地表水（淡水） Fresh surface water	0	0	0	0	0	0
半塩水、海水 Brackish surface water/seawater	0	0	0	0	0	0
地下水（淡水、再生可能） Fresh groundwater, renewable	572	494	533	488	452	500
地下水（淡水、再生不可能） Fresh groundwater, non-renewable	0	0	0	0	0	0
プロセス水 Produced water	0	0	0	0	0	0
市営水道水（含む工業用水） Municipal water (including industrial water)	3	2	2	3	3	3
水使用量削減率（対2018年度） Reduction rate of water use (vs. FY2018)	-	14%	7%	15%	21%	13%
使用量原単位（製品1t当たり原単位） Water consumption per production volume unit (intensity per ton of product)	15	11	11	10	10	10
生産量［千t］ Reference: Production volume [1,000 t]	38	46	47	51	46	51
総排水量 [2] Total water discharge [2]	234	214	213	233	203	210
河川、湖沼に放流（当社にて処理） Fresh surface water (processed by the Group)	215	207	207	210	194	201
半塩水、海水域に放流 Brackish surface water/seawater	0	0	0	0	0	0
地下水に戻す Groundwater	0	0	0	0	0	0
第三者処理（市営下水道ほか） Third-party destinations	19	7	6	7	9	9
リサイクル・リユースした水量（間接冷却水の河川への排水量） Total water recycled or reused (drainage of indirect cooling water into rivers)	0	0	0	15	0	0
リサイクル・リユースした水量割合 Proportion of water recycled or reused	0%	0%	0%	3%	0%	0%
総消費水量 Total water consumption	341	282	322	259	252	293

[1] 取水量は、各国・地域の法律に則って計量・請求された量あるいはポンプ電力・配管線速により量換算
[2] 排水量は、各国・地域の法律に則って計量された値を集計

[1] Water withdrawal is disclosed as the volume measured and invoiced in line with the laws of each country and region, or as a converted volume based on pump power use and pipe water speed.
[2] Data for quantity and quality of wastewater is aggregated in accordance with the laws of each country and region.

廃棄物の3R　3Rs of waste

廃棄物・副生物の発生量および資源化率の推移
Volume of waste and by-products and resource recovery ratio

[tonnes]

	2021年度　FY2021	2022年度　FY2022	2023年度　FY2023	2024年度　FY2024	2025年度　FY2025
有害廃棄物（廃酸、廃アルカリ、廃油、燃えがら） Hazardous waste (waste acid, waste alkali, waste oil, cinder)					
発生量　Generated	83,770	106,161	96,507	90,104	136,446
リサイクル量　Recycled	83,399	105,997	96,323	89,687	135,473
焼却量　Incinerated	24	12	105	127	376
埋め立て量　Landfill	347	152	78	290	596
非有害廃棄物 [1]　Non-hazardous waste [1]					
副生物　By-products					
発生量　Generated	1,543,988 [2]	1,470,110 [2]	1,386,659 [2]	1,350,505 [2]	1,507,248
リサイクル量　Recycled	1,543,988	1,470,110	1,386,659	1,350,505	1,507,248
副生物以外　Other					
発生量　Generated	198,443 [2]	208,207 [2]	174,921 [2]	267,586 [2]	198,596
リサイクル量　Recycled	169,243	182,956	155,715	245,792	180,464
焼却量　Incinerated	2,318	3,969	1,535	3,225	1,801
埋め立て量　Landfill	26,882 [2]	21,282 [2]	17,671 [2]	18,569 [2]	16,332
発生量合計　Total generated	1,826,201	1,784,478	1,658,086	1,708,195	1,842,290
リサイクル量合計　Total recycled	1,796,630	1,759,063	1,638,698	1,685,984	1,823,186
廃棄量合計　Total waste	29,571	25,415	19,389	22,211	19,105
資源化率　Resource recovery ratio	98.4%	98.6%	98.8%	98.7%	99.0%

[1] 汚泥類、動・植物性残渣、廃プラ、ガラス・陶磁器類、金属類、紙くず、木くず、ゴムくず、建築廃材、事業系一般廃棄物、等
[2] 集計の見直しのため修正

[1] Sludge, animal and plant residue, plastic waste, glass and ceramic waste, metal scrap, paper waste, wood waste, rubber scrap, waste construction materials, office waste, etc.
[2] Corrections made after data review.

包装資材の発生量および資源化率の推移
Volume of packaging material and resource recovery ratio

[kilotonnes]

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
木材/紙繊維 Wood/paper fiber	150	150	149	143	136
認証された原料 Certified raw materials	60	72	78	66	80
再利用された原料 Recycled raw materials	66	64	56	59	42
再利用された/認証された原料の割合 Recycled and/or certified material ratio	86%	87%	90%	88%	90%
金属(例:アルミニウムまたは鉄) Metal (e.g., aluminum or steel)	13	14	14	14	12
再利用された/認証された原料の割合 Recycled and/or certified material ratio	-	-	-	-	-
ガラス Glass	6.6	6.6	6.6	4.8	6
再利用された/認証された原料の割合 Recycled and/or certified material ratio	-	-	-	-	-
プラスチック Plastic	71	69	67	67 [1]	68
リサイクル可能なプラスチックの割合 Recyclable plastic ratio	50%	48%	47%	47%	49%
プラスチック包装資材 Plastic packaging materials	66	64	63	61	61
リサイクル可能なプラスチック包装資材の割合 Recyclable plastic packaging materials ratio	51%	48%	47%	46% [1]	48%
堆肥化可能なプラスチック包装資材の割合 Compostable plastic packaging materials ratio	0%	0%	0%	0%	0%

[1] 集計の見直しのため修正
[1] Corrections made after data review.

フードロス発生量の推移 [1]
Volume of food loss and waste [1]

[tonnes]

	2018年度(基準年) FY2018 (Base Year)	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
総発生量 Total generated volume	53,226	47,377	43,389	38,186	37,213	41,252
有用化量 Total volume used for alternative purposes	25,515	28,115	28,222	26,906	27,968	33,794
最終発生量 [2] Total discarded volume [2]	27,710	19,262	15,167	11,279	9,245	7,458
最終発生量原単位(製品1t当たり原単位) Total discarded volume per volume unit (intensity per ton of product)	10.6	8.2	6.4	5.0	4.0	3.3
生産量(千t) Production volume (1,000t)	2,609 [3]	2,357 [3]	2,354	2,265	2,301	2,268
対基準年 vs. Fiscal 2018 [%]	-	77%	61%	47%	38%	31%

[1] Food Loss & Waste Accounting and Reporting Standard を参考に測定しています（対象組織で計測方法が異なる場合もあります）
[2] 削減目標の指標である「フードロス発生量」を指します。総発生量から有用化量を除き算出しています
[3] データ集計タイミングの関係から、フードロスの算定において、他の環境データとは一部異なる生産量データを使用しています

[1] Measured with reference to the Food Loss & Waste Accounting and Reporting Standard. (Measurement methods may differ between target organizations.)
[2] Refers to the amount of food loss and waste, which is an indicator of the reduction target. Calculated by excluding the total volume used for alternative purposes from the total generated volume.
[3] Production volume data for calculating food loss differs from other environmental data in part due to differences in the timing of data aggregation.

ISO14001登録証（例）

LRQA

Current issue date: 24 February 2026
Expiry date: 23 February 2029
Certificate identity number: 10747102
Original approval(s): ISO 14001 - 7 March 2003

Certificate of Approval

This is to certify that the Management System of:

Ajinomoto Co., Inc.
Kawasaki Administration & Coordination Office, Kawasaki Plant, L Area

1-1, Suzuki-cho, Kawasaki-ku, Kawasaki-shi, Kanagawa-ken 210-8680, Japan

has been approved by LRQA to the following standards:

ISO 14001:2015
JIS Q 14001:2015

Approval number(s): ISO 14001 – 0071764

The scope of this approval is applicable to:
Manufacture of amino acids and amino acid-based fine chemicals and pharmaceuticals.
Research and development of seasonings, food-related products, amino-acids, and amino acid-based fine chemicals and pharmaceuticals.
Management of production.

Fotis Kampouris

Executive Vice President APAC

Issued by: LRQA Limited

IAF UKAS

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Issued by: LRQA Limited, 1 Trinity Park, Bickenhill Lane, Birmingham B37 7ES, United Kingdom

登録証：味の素（株）川崎事業所、川崎工場およびLエリア
Certificate of Approval: Ajinomoto Co., Inc. Kawasaki Administration & Coordination Office, Kawasaki Plant, L Area

bsi.

Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

Ajinomoto Co.,(Thailand) Ltd.
55/5 Mu 2,
Bang Pahan-Nakhon Luang Road,
Tambon Bang Rakam,
Amphoe Nakhon Luang,
Phra Nakhon Si Ayutthaya
13260
Thailand

Holds Certificate Number: **EMS 696232**

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The Manufacture of Monosodium L-Glutamate.
Research and Development of food additives.

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2016-08-27
Latest Revision Date: 2025-07-16
Effective Date: 2025-08-27
Expiry Date: 2028-08-26

IAF ANAB

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This certificate is valid only if provided original copies are in complete set.

Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.
A Member of the BSI Group of Companies.

登録証：タイ味の素社 アユタヤ工場
Certificate of Registration: Ajinomoto Co., (Thailand) Ltd., Ayutthaya factory

味の素グループ サステナビリティレポート2026
Ajinomoto Group Sustainability Report 2026

人事・労務データ
Personnel and Labor-Related Data

■ 役員の状況
■ 従業員の状況
■ ワークライフバランス関連制度
■ 重大・休業災害度数率
■ ホットラインへの通報件数
■ 違反件数

■ Directors statistics
■ Employee statistics
■ Work-life balance-related programs
■ Frequency of serious accidents and accidents with absence
■ Number of hotline (whistleblowing) reports
■ Number of violations

人事・労務データの対象組織
Scope of the personnel and labor-related data

2026年3月31日現在の味の素（株）および連結子会社（国内25社、海外74社）における人事・労務データを報告しています。

The personnel and labor-related data of this section covers Ajinomoto Co., Inc. and its consolidated subsidiaries (25 in Japan, 74 overseas) as of March 31, 2026.

用語定義[1]
Definitions of terms[1]

従業員：直接雇用している基幹職、一般職、嘱託従業員
臨時従業員：契約社員、パート等の直雇用の臨時従業員
役員：取締役および執行役に就いている者
基幹職：課長、課長職相当の職位もしくは課長よりも上位職（除く役員等）の従業員

[1] 一部のデータを除く。定義と異なる場合は表注釈に記載

Employees : Directly employed management, non-management and contract staff
Temporary staff : Directly employed contract and temporary staff, including part-time employees
Executive : Directors, or executive officers
Management : Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

[1] Excludes certain data. If different from the definition, provide a note in the table caption

データ算出について
Data calculation

保証マーク ☑ が付された指標については、2025年度実績より、KPMGあずさサステナビリティ株式会社によるISAE3000に準拠した第三者保証を受けています。

Beginning in fiscal 2025, results for metrics marked with the assurance symbol ☑ have received third-party assurance in accordance with ISAE 3000, performed by KPMG AZSA Sustainability Co., Ltd.

役員の状況
Director statistics

味の素（株）取締役数
Number of directors (Ajinomoto Co., Inc.)

[人]
[persons]

	2024年6月末時点 as of June 30, 2024			2025年6月末時点 as of June 30, 2025			2026年6月末時点 as of June 30, 2026		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
味の素(株) Ajinomoto Co., Inc.	11	7	4	11	7	4	10	6	4
比率 Ratio	100%	64%	36%	100%	64%	36%	100%	60%	40%

味の素（株）取締役年齢別構成比
Directors by age (Ajinomoto Co., Inc.)

[人]
[persons]

	2024年6月末時点 as of June 30, 2024				2025年6月末時点 as of June 30, 2025				2026年6月末時点 as of June 30, 2026			
	合計 Total	30歳未満 age <30	30歳以上50歳未満 age 30-<50	50歳以上 age 50-	合計 Total	30歳未満 age <30	30歳以上50歳未満 age 30-<50	50歳以上 age 50-	合計 Total	30歳未満 age <30	30歳以上50歳未満 age 30-<50	50歳以上 age 50-
味の素(株) Ajinomoto Co., Inc.	11	0	0	11	11	0	0	11	10	0	0	10
比率 Ratio	100%	0%	0%	100%	100%	0%	0%	100%	100%	0%	0%	100%

従業員の状況
Employee statistics

味の素グループ従業員数
Number of Ajinomoto Group employees

[人]
[persons]

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
味の素グループ総数 Ajinomoto Group total	43,208	-	-	43,373	-	-	43,232	-	-
従業員 Employees	34,862	24,094	10,768	34,860	24,097	10,763	34,787	23,928	10,859
基幹職 Management	5,149 [2]	3,781 [2]	1,368 [2]	5,184	3,767	1,417	5,101	3,693	1,408
一般職 Non-management	29,581 [2]	20,215 [2]	9,366 [2]	29,524	20,225	9,299	29,520	20,125	9,395
嘱託 Contract staff	132	98	34	152	105	47	166	110	56
臨時従業員 Temporary staff	8,346	-	-	8,513	-	-	8,445	-	-
日本 Japan	12,485	-	-	12,718	-	-	12,967	-	-
従業員 Employees	7,939	5,647	2,292	8,274	5,837	2,437	8,494	5,926	2,568
基幹職 Management	2,070	1,809	261	2,125	1,834	291	2,135	1,807	328
一般職 Non-management	5,737	3,740	1,997	5,997	3,898	2,099	6,193	4,009	2,184
嘱託 Contract staff	132	98	34	152	105	47	166	110	56
臨時従業員 Temporary staff	4,546	-	-	4,444	-	-	4,473	-	-
アジア Asia	17,160	-	-	17,419	-	-	17,517	-	-
従業員 Employees	14,009	10,001	4,008	13,925	9,942	3,983	13,972	9,924	4,048
基幹職 Management	1,572 [2]	1,026 [2]	546 [2]	1,566	1,007	559	1,498	952	546
一般職 Non-management	12,437 [2]	8,975 [2]	3,462 [2]	12,359	8,935	3,424	12,474	8,972	3,502
臨時従業員 Temporary staff	3,151	-	-	3,494	-	-	3,545	-	-

[人]
[persons]

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
EMEA [1]	3,613	-	-	3,536	-	-	3,517	-	-
従業員 Employees	3,238	2,094	1,144	3,180	2,066	1,114	3,214	2,081	1,133
基幹職 Management	467	298	169	462	292	170	463	293	170
一般職 Non-management	2,771	1,796	975	2,718	1,774	944	2,751	1,788	963
臨時従業員 Temporary staff	375	-	-	356	-	-	303	-	-
米州 The Americas	9,951	-	-	9,700	-	-	9,231	-	-
従業員 Employees	9,676	6,352	3,324	9,481	6,252	3,229	9,107	5,997	3,110
基幹職 Management	1,040	648	392	1,031	634	397	1,005	641	364
一般職 Non-management	8,636	5,704	2,932	8,450	5,618	2,832	8,102	5,356	2,746
臨時従業員 Temporary staff	275	-	-	219	-	-	124	-	-
参考: 味の素(株) Ref.: Ajinomoto Co., Inc.	3,707	2,457	1,250	3,855	2,542	1,313	3,923	2,567	1,356
従業員 Employees	3,480	2,353	1,127	3,627	2,441	1,186	3,705	2,477	1,228
基幹職 Management	1,117	964	153	1,158	991	167	1,167	980	187
一般職 Non-management	2,231	1,291	940	2,317	1,345	972	2,372	1,387	985
嘱託 Contract staff	132	98	34	152	105	47	166	110	56
臨時従業員 Temporary staff	227	104	123	228	101	127	218	90	128

[1] Europe, the Middle East and Africa
[2] 集計見直しのため修正

[1] Europe, the Middle East and Africa
[2] Corrections made after data review.

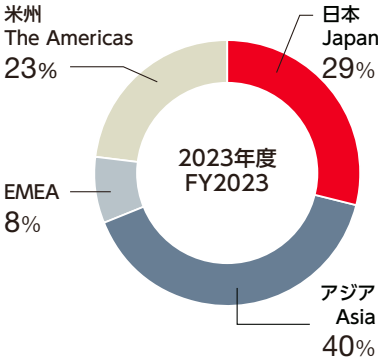
味の素グループ従業員比率　Ajinomoto Group employee ratio

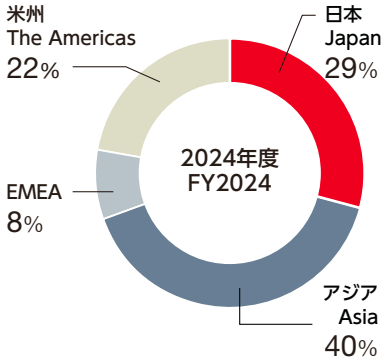
( )内は男女比
Numbers in parentheses indicate male and female percentages.

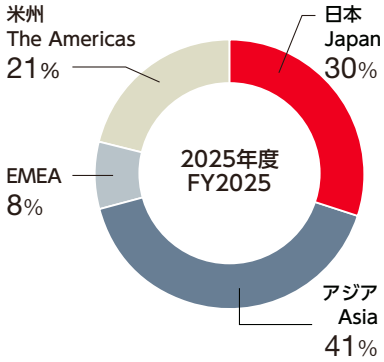
	2023年度　FY2023			2024年度　FY2024			2025年度　FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
味の素グループ総数 Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
従業員　Employees	81%	(69%)	(31%)	80%	(69%)	(31%)	80%	(69%)	(31%)
基幹職　Management	13%	(73%) [1]	(27%) [1]	12%	(73%)	(27%)	12%	(72%)	(28%)
一般職　Non-management	68%	(68%) [1]	(32%) [1]	68%	(69%)	(31%)	68%	(68%)	(32%)
嘱託　Contract staff	0%	(74%)	(26%)	0%	(69%)	(31%)	0%	(66%)	(34%)
臨時従業員　Temporary staff	19%	-	-	20%	-	-	20%	-	-
日本　Japan	100%	-	-	100%	-	-	100%	-	-
従業員　Employees	64%	(71%)	(29%)	65%	(71%)	(29%)	66%	(70%)	(30%)
基幹職　Management	17%	(87%)	(13%)	17%	(86%)	(14%)	16%	(85%)	(15%)
一般職　Non-management	46%	(65%)	(35%)	47%	(65%)	(35%)	48%	(65%)	(35%)
嘱託　Contract staff	1%	(74%)	(26%)	1%	(69%)	(31%)	1%	(66%)	(34%)
臨時従業員　Temporary staff	36%	-	-	35%	-	-	34%	-	-
アジア　Asia	100%	-	-	100%	-	-	100%	-	-
従業員　Employees	82%	(71%)	(29%)	80%	(71%)	(29%)	80%	(71%)	(29%)
基幹職　Management	11%	(65%) [1]	(35%) [1]	9%	(64%)	(36%)	9%	(64%)	(36%)
一般職　Non-management	70%	(72%)	(28%)	71%	(72%)	(28%)	71%	(72%)	(28%)
臨時従業員　Temporary staff	18%	-	-	20%	-	-	20%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
従業員　Employees	90%	(65%)	(35%)	90%	(65%)	(35%)	91%	(65%)	(35%)
基幹職　Management	13%	(64%)	(36%)	13%	(63%)	(37%)	13%	(63%)	(37%)
一般職　Non-management	77%	(65%)	(35%)	77%	(65%)	(35%)	78%	(65%)	(35%)
臨時従業員　Temporary staff	10%	-	-	10%	-	-	9%	-	-
米州　The Americas	100%	-	-	100%	-	-	100%	-	-
従業員　Employees	97%	(66%)	(34%)	98%	(66%)	(34%)	99%	(66%)	(34%)
基幹職　Management	10%	(62%)	(38%)	11%	(61%)	(39%)	11%	(64%)	(36%)
一般職　Non-management	87%	(66%)	(34%)	87%	(66%)	(34%)	88%	(66%)	(34%)
臨時従業員　Temporary staff	3%	-	-	2%	-	-	1%	-	-
参考味の素(株)　Ref.: Ajinomoto Co., Inc.	100%	(66%)	(34%)	100%	(66%)	(34%)	100%	(65%)	(35%)
従業員　Employees	94%	(68%)	(32%)	94%	(67%)	(33%)	94%	(67%)	(33%)
基幹職　Management	30%	(86%)	(14%)	30%	(86%)	(14%)	30%	(84%)	(16%)
一般職　Non-management	60%	(58%)	(42%)	60%	(58%)	(42%)	60%	(58%)	(42%)
嘱託　Contract staff	4%	(74%)	(26%)	4%	(69%)	(31%)	4%	(66%)	(34%)
臨時従業員　Temporary staff	6%	(46%)	(54%)	6%	(44%)	(56%)	6%	(41%)	(59%)

[1] 集計見直しのため修正
[1] Corrections made after data review.

地域別従業員比率







女性管理職比率
Percentage of female managers

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025	2030年度目標 FY2030 Target
味の素グループ総数 Ajinomoto Group total	27%	27%	28%	40%
日本 Japan	13%	14%	15%	-
アジア Asia	35%	36%	36%	-
EMEA	36%	37%	37%	-
米州 The Americas	38%	39%	36%	-
参考:味の素(株) Ref.: Ajinomoto Co., Inc.	14%	14%	16%	30%
女性初級管理職比率 [1] Percentage of female managers in junior positions [1]	17%	19%	21%	-
女性上級管理職比率 [2] Percentage of female managers in senior positions [2]	10%	10%	15%	-

[1] 特定領域の専門性発揮をもって業務を遂行するエキスパート職務管理職および、主に一般職を部下とするマネジメント職務管理職
[2] 執行役、執行理事、Group Executive Manager相当（社長から2階層以内の報告ラインにある管理職）

[1] Expert managers who perform their duties by demonstrating expertise in a specific area and managers who mainly supervise non-management employees
[2] Executive officers, corporate executives, group executive managers (managers who are within two reporting lines from the president)

女性取締役比率（味の素（株））
Percentage of female directors (Ajinomoto Co., Inc.)

	2024年 6月末時点 as of June 30, 2024	2025年 6月末時点 as of June 30, 2025	2026年 6月末時点 as of June 30, 2026	2030年度目標 FY2030 Target
女性取締役比率 Percentage of female directors	36%	36%	40%	30%

女性ライン責任者比率（味の素（株））
Percentage of female line managers (Ajinomoto Co., Inc.)

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025	2030年度目標 FY2030 Target
女性ライン責任者比率 Percentage of female line managers	11%	9%	10%	30%

年間採用者の内、キャリア採用の占める比率（味の素（株））
Mid-career hires as a percentage of annual hires (Ajinomoto Co., Inc.)

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025	2030年度目標 FY2030 Target
キャリア採用の構成比 Percentage of mid-career hires	48%	49%	40%	50%+

経営役員の現地化比率
Percentage of locally hired overseas executives

[人]
[persons]

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
海外グループ会社役員総数 Total overseas executives	192	181	166
現地役員数 Local executives	123	113	98
現地化比率 Percentage of local executives	64%	62%	59%

エンゲージメントサーベイスコア
Engagement survey score

	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025	2030年度目標 FY2030 Target
「ASV実現プロセス」[1] 旧設問 Previous question under the ASV Realization Process [1]	75%	76%	76%	78%	85%
「ASV実現プロセス」新設問 [2] New question under the ASV Realization Process [2]	–	–	–	84%	88%
働きがいを実感している従業員の割合 [3]	86%	85%	88%	89%	

[1] ASV理解・納得から組織として成果を創出するまでのプロセスを見える化、各プロセスにおける従業員の割合の平均値を、味の素グループの従業員を対象に、エンゲージメントサーベイで測定
[2] 2025年度より生産性向上（承認プロセス課題）設問変更に伴い集計方法見直し
[3] 会社の目指すゴールや目標を支持し、会社の持続的な成長に向けて、働きがいを実感して取り組んでいる従業員の割合を、味の素グループの従業員を対象に、エンゲージメントサーベイで測定

[1] Visualizes the process from understanding and agreeing to ASV to producing results as an organization, and the average percentage of employees in each process is measured using the engagement survey for Ajinomoto Group employees.
[2] Beginning in fiscal 2025, the calculation method has been revised in response to changes in the questions regarding the enhancement of productivity (issues with the approval process).
[3] The percentage of employees who support the company's goals and targets and who feel a sense of job satisfaction and are working toward the sustainable growth of the company is measured using the engagement survey for Group employees.

従業員一人当たり年間教育研修費用および平均研修時間【味の素（株）のみ】
Expenditures for education and training per employee; education and training hours per employee (Ajinomoto Co., Inc.)

	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
教育研修関連費用 合計[千円] Total expenditures for education and training per employee [thousand yen]	236	236	315	257
人財システム・エンゲージメントサーベイ関連費用[千円] Expenditures for HRIS and engagement survey [thousand yen]	58	49	45	53
DE&I関連費用[千円] Expenditures for DE&I [thousand yen]	16	18	25	28
その他教育研修費用[千円] Other [thousand yen]	162	169	245	177
平均研修時間 [1] [時間] Education and training hours [1] [hours]	76	66	70	80

[1] 研修時間は研修に係る延べ時間/従業員で計算しています。また、事業や業務に係る各組織主導で実施する研修やトレーニング等の中には集計していないものもあります
[1] Training hours are calculated as total hours per employee for training. In addition, some training programs led by business and operations-related organizations are not included in the data.

参考：従業員一人当たり年間教育研修費用および平均研修時間【国内外主要会社 計14社】
Ref.: Expenditures for education and training per employee; education and training hours per employee (14 major global companies)

	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
教育研修関連費用 合計[千円] Total expenditures for education and training per employee [thousand yen]	83	75	94	133
人財システム・エンゲージメントサーベイ関連費用[千円] Expenditures for HRIS and engagement survey [thousand yen]	20	18	18	36
DE&I関連費用[千円] Expenditures for DE&I [thousand yen]	3	4	4	6
その他教育研修費用[千円] Other [thousand yen]	61	53	72	91
平均研修時間 [1] [時間] Education and training hours [1] [hours]	27	28	36	53

[1] 研修時間は研修に係る延べ時間／従業員で計算しています（2021年度から実施）。また、事業や業務に係る各組織主導で実施する研修やトレーニング等の中には集計していないものもあります
[1] Training hours are calculated as total hours per employee for training (calculated from FY2021). In addition, some training programs led by business and operations-related organizations are not included in the data.

採用者数・定着率
Number of new hires, retention rate

[人]
[persons]

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
採用者数(新卒+キャリア) Total number of new hires (new graduates + mid-career)	4,467	-	-	6,069	-	-	6,211	-	-
日本 Japan	452	306	146	579	366	213	589	366	223
アジア Asia	1,635	-	-	2,788	-	-	2,729	-	-
EMEA	354	-	-	429	-	-	277	-	-
米州 The Americas	2,026	-	-	2,273	-	-	2,616	-	-
参考:味の素(株) Ref.: Ajinomoto Co., Inc.	231 [1]	157 [1]	74 [1]	274 [1]	185 [1]	89 [1]	252	165	87
新卒 New graduates	120	71	49	140	88	52	150	97	53
キャリア Mid-career	111 [1]	86 [1]	25 [1]	134 [1]	97 [1]	37 [1]	102	68	34
基幹職 Management	20 [1]	16 [1]	4	20	17	3	16	10	6
一般職 Non-management	88	68	20	106	76	30	83	57	26
嘱託 Contract staff	3 [1]	2 [1]	1 [1]	8 [1]	4 [1]	4 [1]	3	1	2
キャリア採用比率 Percentage of mid-career hires	48.1% [1]	54.8% [1]	33.8% [1]	48.9% [1]	52.4% [1]	41.6% [1]	40.5%	41.2%	39.1%
定着率(3年後)新卒 Retention rate for new graduates (3 years)									
味の素(株) Ajinomoto Co., Inc.	98.9%	100.0%	97.4%	100.0%	100.0%	100.0%	98.3%	98.6%	98.0%

[1] 集計見直しのため修正
[1] Corrections made after data review.

キャリア採用者の年齢構成別人数と、基幹職レベル別数 【味の素（株）のみ】
Number of mid-career hires by age group and job level [Ajinomoto Co., Inc. only]

[人]
[persons]

		2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
		合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
合計 Total		111	86	25	134	97	37	102	68	34
一般職 Non-management	<30	3	2	1	7	5	2	19	12	7
	30-39	69	59	10	90	66	24	56	40	16
	40-49	14	6	8	9	5	4	8	5	3
	50-59	2	1	1	0	0	0	0	0	0
	60-	0	0	0	0	0	0	0	0	0
基幹職(初級) Management (junior)	<30	0	0	0	0	0	0	0	0	0
	30-39	1	1	0	4	3	1	3	2	1
	40-49	17	13	4	12	11	1	9	6	3
	50-59	1	1	0	1	0	1	0	0	0
	60-	0	0	0	0	0	0	0	0	0
基幹職(中級) Management (middle)	<30	0	0	0	0	0	0	0	0	0
	30-39	0	0	0	0	0	0	1	0	1
	40-49	1	1	0	3	3	0	1	1	0
	50-59	0	0	0	0	0	0	2	1	1
	60-	0	0	0	0	0	0	0	0	0
基幹職(上級) Management (senior)	<30	0	0	0	0	0	0	0	0	0
	30-39	0	0	0	0	0	0	0	0	0
	40-49	0	0	0	0	0	0	0	0	0
	50-59	0	0	0	0	0	0	0	0	0
	60-	0	0	0	0	0	0	0	0	0
嘱託 Contract staff	<30	1	0	1	0	0	0	0	0	0
	30-39	0	0	0	3	1	2	1	0	1
	40-49	1	1	0	1	0	1	1	1	0
	50-59	1	1	0	2	1	1	1	0	1
	60-	0	0	0	2	2	0	0	0	0

内部人財により満たされた管理職の空きポジションの割合【味の素（株）】
Percentage of vacant management positions filled internally (Ajinomoto Co., Inc.)

	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
内部人財により満たされた管理職の空きポジションの割合 Percentage of vacant management positions filled internally	96% [1]	94% [1]	95% [1]	93%

[1] 集計見直しのため修正
[1] Corrections made after data review.

退職者数・離職率・再雇用
Number of retirees, turnover, reemployment

[人]
[persons]

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
退職者数 Total number of retirees	4,523	-	-	5,849	-	-	5,399	-	-
日本 Japan	304	216	88	383	271	112	389	286	103
定年 Retired	131	107	24	153	116	37	172	131	41
自己都合 Resigned for personal reasons	173	109	64	230	155	75	217	155	62
海外(自己都合他) Overseas (resigned for personal reasons, etc.)	4,219	-	-	5,466	-	-	5,010	-	-
参考:味の素(株) Ref.: Ajinomoto Co., Inc.	97	76	21	124	91	33	155	114	41
定年 Retired	57	47	10	66	44	22	84	57	27
自己都合 Resigned for personal reasons	40	29	11	58	47	11	71	57	14
離職率 [1] Turnover [1]									
味の素(株) Ajinomoto Co., Inc.	1.0%	1.1%	1.0%	1.5%	1.7%	0.9%	1.8%	2.0%	1.1%
再雇用[日本のみ] Reemployed after retirement (Japan only)	103	83	20	134	99	35	201	141	60
味の素(株)(シニア再雇用) Ajinomoto Co., Inc. (senior reemployment)	41	36	5	44	27	17	56	35	21
国内グループ会社 Group companies in Japan	57	46	11	90	72	18	145	106	39

[1] 自己都合退職者のみ対象
[1] Only includes employees who resigned for personal reasons.

障がい者雇用【日本のみ】
Number of personnel with disabilities (Japan only)

[人]
[persons]

	2023年6月1日時点 as of June 1, 2023	2024年6月1日時点 as of June 1, 2024	2025年6月1日時点 as of June 1, 2025	2026年6月1日時点 as of June 1, 2026
雇用者数 [1] Employees [1]	294.0	320.5	323.5	340.0
味の素(株) Ajinomoto Co., Inc.	78.0	82.0	81.0	84.5
特例子会社を含むグループ適用3社 [2] Three group companies, including a special-purpose subsidiary [2]	107.5	113.5	114.5	122.5
グループ会社 [3] Group companies [3]	216.0	238.5	242.5	255.5
比率 Percentage of workforce	2.35%	2.53%	2.48%	2.56%
味の素(株) Ajinomoto Co., Inc.	1.87%	1.88%	1.80%	1.85%
特例子会社を含むグループ適用3社 [2] Three group companies, including a special-purpose subsidiary [2]	2.31%	2.35%	2.30%	2.43%
グループ会社 [3] Group companies [3]	2.60%	2.87%	2.83%	2.94%

[1] 障害者雇用率制度に基づく換算人数。障がい区分や労働時間により増減し、実存人数とは異なる
[2] 味の素（株）、（株）味の素コミュニケーションズ、特例子会社　味の素みらい（株）の合算値
[3] 常用労働者が40人以上の連結子会社18社および特例子会社 味の素みらい（株）

[1] Number of employees calculated based on the employment rate system for persons with disabilities. This figure may vary depending on the disability category and working hours, and does not correspond to the actual headcount
[2] Combined figures for Ajinomoto Co., Inc., Ajinomoto Communications Co., Inc., and special-purpose subsidiary Ajinomoto Mirai Co., Ltd.
[3] Numbers refer to 18 consolidated subsidiaries with 40 or more regular workers, and special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

年齢・勤続年数・給与
Age, years of employment, salary

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
平均年齢[歳] Average age									
味の素(株) Ajinomoto Co., Inc.	44.5	45.3	42.7	44.3	45.0	42.4	43.5	44.2	41.8
国内グループ会社 Group companies in Japan	41.9	42.6	39.3	41.0	41.8	38.6	41.2	42.2	38.7
海外グループ会社 Overseas Group companies	36.5	-	-	38.5	-	-	38.0	-	-
平均勤続年数[年] Average years of employment									
味の素(株) Ajinomoto Co., Inc.	19.9	20.6	18.3	19.4	20.1	17.8	18.9	19.6	17.3
国内グループ会社 Group companies in Japan	14.9	15.5	12.9	13.2	14.8	12.2	14.1	15.0	12.0
海外グループ会社 Overseas Group companies	9.2	-	-	9.7	-	-	10.0	-	-
平均年間給与 [1][千円] Average annual salary [1] [thousand yen]									
味の素(株) Ajinomoto Co., Inc.	10,727	-	-	10,367	-	-	10,611	-	-

[1] 従業員（嘱託を除く）の平均値
[1] Average for employees (excluding contract staff)

従業員（嘱託を除く）の年齢別人数【味の素（株）のみ】
Number of employees (excluding contract staff) by age (Ajinomoto Co., Inc. only)

[人]
[persons]

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
総数 Total	3,480	2,353	1,127	3,627	2,441	1,186	3,705	2,477	1,228
<30	439	250	189	505	302	203	587	351	236
30-39	788	491	297	844	516	328	867	537	330
40-49	1,083	756	327	1,006	690	316	959	644	315
50-59	1,038	755	283	1,118	822	296	1,127	833	294
60-	132	101	31	154	111	43	165	112	53

従業員（嘱託を除く）の年齢構成比【味の素（株）のみ】
Employees age distribution (excluding contract staff) (Ajinomoto Co., Inc. only)

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
総数 Total	100%	68%	32%	100%	67%	33%	100%	67%	33%
<30	13%	7%	5%	14%	8%	6%	16%	9%	6%
30-39	23%	14%	9%	23%	14%	9%	23%	14%	9%
40-49	31%	22%	9%	28%	19%	9%	26%	17%	9%
50-59	30%	22%	8%	31%	23%	8%	30%	22%	8%
60-	4%	3%	1%	4%	3%	1%	4%	3%	1%

区分別、味の素（株）の2025年度男女別の年間給与 [1]
Ajinomoto Co., Inc. annual salaries by category and gender in FY2025 [1]

階級 Job title	女性の平均給与 (A) Avg. compensation, women (A)	男性の平均給与 (B) Avg. compensation, men (B)	A/B Ratio (A/B)
執行役レベル（基本報酬のみ） Executive (base salary only)	22,560,000円	22,560,000円	1
管理職レベル（基本報酬のみ） Management (base salary only)	7,812,635円	8,324,833円	0.938
管理職レベル（基本報酬+賞与その他の現金インセンティブ） Management (base salary + bonuses and other cash incentives)	13,628,292円	14,522,565円	0.938
非管理職レベル（基本報酬+賞与その他の現金インセンティブ） Management (base salary + bonuses and other cash incentives)	7,726,733円	8,791,397円	0.879

[1] 人事制度は一本化されており、同等職務レベルであれば男女の賃金は同一となっています
[1] The Ajinomoto Co., Inc. compensation system unifies the wage ranges for each rank and grade, regardless of gender. Men and women are paid the same wages for the same job level.

新規基幹職登用数【味の素（株）のみ】
Number of new managers promoted (Ajinomoto Co., Inc. only)

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
新規基幹職登用数 Number of new managers promoted	100	81	19	85	63	22	104	78	26
比率 Ratio	100%	81%	19%	100%	74%	26%	100%	75%	25%

労働時間【味の素（株）のみ】
Working hours (Ajinomoto Co., Inc. only)

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
総実労働時間[時間] Average annual working hours	1,902	1,914	1,920
平均有給休暇取得日数[日] Average paid leave days	15.3	15.1 [1]	15.3
有給休暇取得率 Paid leave utilization rate	78%	78%	80%

[1] 集計見直しのため修正
[1] Corrections made after data review.

労働組合加入率【味の素（株）のみ】
Labor union membership ratio (Ajinomoto Co., Inc. only)

	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
労働組合加入率 Labor union membership ratio	60.4%	60.1%	60.8%	61.4%
労働協約の対象となる一般職（非管理職の正規従業員）の加入率 Enrollment rate for regular non-management employees covered by the collective bargaining agreement	100%	100%	100%	100%

ワークライフバランス（WLB）関連制度【味の素（株）のみ】
Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)

制度 Program		内容 Details
どこでもオフィス Anywhere office		自宅やサテライトオフィス等で勤務することができる制度（日数制限なし） Allows employees to work at home or at a satellite office (no limit on number of days).
スーパーフレックスタイム Super flextime		効率的な業務遂行、WLBの向上を目的とし、必ず勤務しなければならない時間帯（コアタイム）を設定しないフレックスタイム制度 Flextime system that does not require specific work hours (core hours); aimed a promoting efficient work performance and improving work-life balance.
時間単位有給休暇 Hourly paid leave system		年40時間まで、時間単位で有給休暇を取得できる制度 Allows employees to take paid leave of up to 40 hours per year in hourly units.
子供看護等休暇 Child care leave system		中学校始期に達するまでの子を養育する従業員が、子ども一人あたり年10日間の休暇を取得できる制度（幼稚園、保育所もしくは小学校の入園・入学式、卒園式参加においても取得できる） Allows employees with children who have not yet entered junior high school to take up to 10 days of childcare leave per fiscal year per child (also applicable to attendance at entrance and graduation ceremonies of kindergartens, nursery schools, or elementary schools).
看護休暇 Nursing care leave system		中学校始期に達するまでの子を養育しているとき、または対象家族が要看護状態のときに取得できる制度（子ども/対象家族1人あたり年10日間、対象家族2人以上の場合は20日間） 子の幼稚園、保育所もしくは小学校の入園・入学式、卒園式参加においても取得可 A system for employees to take leave when caring for a child who has not yet reached the start of junior high school or when an eligible family member requires nursing care (up to 10 days per year for each child or eligible family member, or up to 20 days per year if two or more eligible family members)
養育両立支援休暇 Childcare work-life balance support system		中学校始期に達するまでの子を養育する従業員が、子ども1人あたり年10日間の休暇を取得できる制度（子の養育のためなら、目的は問わない） A system that allows employees raising a child who has not yet reached the start of junior high school to take up to 10 days of leave per year per child (regardless of the purpose, provided that the leave is for childcare)
ボランティア休暇 Volunteer leave system		非営利団体、社会福祉団体等のボランティア活動の適用認定を受けた従業員が年8日間の休暇を取得できる制度 Allows employees who are certified to participate as a volunteer in nonprofit organizations, social welfare organizations, and similar groups to take 8 days of leave per year
WLB休暇 WLB leave system		通常の有給休暇とは別に連続3日間行使できる休暇制度（年1回まで） Allows employees to take 3 consecutive days of leave, separate from ordinary paid leave (once per year).
リフレッシュ休暇 Refreshment leave system		25歳～32歳、33歳～40歳、41歳～48歳、49歳～56歳の期間においてそれぞれ 5日、5日、15日、7日の休暇を取得できる制度 Allows employees to take rejuvenation leave of 5, 5, 15, and 7 days one time in the age ranges of 25–32, 33–40, 41–48, and 49–56, respectively.
WLB短時間勤務 WLB short working hours system	育児短時間勤務 Short-time work for childcare	1日2時間30分を上限に、小学校4年生の始期に達するまで期間制限なく勤務時間を短縮できる制度 Allows employees to take leave up to 2 hours and 30 minutes per day until the child enters the 4th grade of elementary school.
	看護短時間勤務 Short-time work for nursing care	1日2時間30分を上限に、対象家族の要看護状態が解消するまでの間勤務時間を短縮できる制度 Allows employees to take leave up to 2 hours and 30 minutes per day to provide care for certain family members, until such care is no longer needed.
どこでもキャリア Anywhere Career		国内外でパートナーの転勤帯同や介護などを理由にキャリアストップせずに、フルリモート勤務前提でキャリアをつなぐ制度 Allows employees to work anywhere, assuming full remote work without stopping their career development, due to relocation of their partner or nursing care in Japan or overseas.
エリア申告制度 Area application system		育児、介護等を事由とし、特定のエリアで勤務することを申告できる制度 Allows employees to request to work in a specific area due to childcare, family care, or other applicable reasons.
WLB休職 WLB temporary retirement system	育児事由休職 [1] Temporary retirement for child care [1]	子どもが満 1 歳になった後の最初の4月末日まで休職できる制度（女性の産後休暇は100％有給休暇扱い） Allows employees to take leave until the last day of April following the child's 1st birthday (leave for women after child's birth is 100% paid).
	看護事由休職 [1] Temporary retirement for nursing care [1]	配偶者、父母、子、同居または扶養している2親等以内の親族を看護するために、1年を上限に休職できる制度 Allows employees to take leave up to 1 year to care for a spouse, parents, or family within the 2nd-degree of kinship whom the employee supports.
	不妊治療事由休職 Temporary retirement for infertility treatment	高度生殖医療を受ける場合、原則として1回、1年を上限に休職できる制度 Allows employees to take leave once in principle, up to 1 year, to receive advanced reproductive therapy.
	配偶者転勤同行事由休職 Temporary retirement for accompanying spouse on job transfer	配偶者との同居のため、配偶者の転居を伴う転勤に同行する場合、1年以上5年以下（他休職と通算）の期間休職できる制度 Allows employees to take leave for a period of between 1 and 5 years (total cumulative leave) to accompany their spouse on a job transfer that requires the spouse to change residence.
パパ育休制度 Parenting leave for partner		・パートナー出産日または出産予定日の2週間前から産後12週まで特別休暇（有給扱い）を最大20日間取得可能（分割取得可） ・柔軟な育児休業を後押しできるよう取得希望日の前日まで申請・報告すれば取得可能 ・Allows employees to take up to 20 days of paid leave between two weeks before partner's delivery/expected delivery date, and 12 weeks after child's birth. This leave does not have to be continuous. ・Available if applied for at least one day prior to the desired date.

[1] 育児・介護休業法に則り、性別問わず取得可能
[1] Leave may be taken by anyone, regardless of gender, in accordance with the Act on Childcare Leave/Caregiver Leave in Japan.

WLB関連制度の活用・利用状況【味の素（株）のみ】
Employee usage of WLB-related programs (Ajinomoto Co., Inc. only)

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female	合計 Total	男性 Male	女性 Female
育児休職制度 Parenting leave program									
取得・利用者数[人] Number of users									
育児休職 Parenting leave	141[1]	82[1]	59[1]	110[1]	68[1]	42[1]	129	82	47
当該年度に育児休職を取得する権利を取得した従業員数 Number of employees newly eligible for childcare leave	159[1]	101[1]	58[1]	123[1]	81[1]	42[1]	144	93	51
育児短時間勤務 Part-time parenting and work	107[1]	2[1]	105[1]	105[1]	1[1]	104[1]	106	1	105
子供看護休暇 Childcare leave	8[1]	3[1]	5[1]	5[1]	1[1]	4[1]	6	2	4
取得率 Usage ratio									
育児休職 Parenting leave	-	81%[1]	102%[1]	-	84%[1]	100%	-	88%	92%
育休取得平均日数[日] Average parenting leave usage days	-	16[1]	372[1]	-	19[1]	382[1]	-	20	419
復職率 Reinstatement rate	-	100%	100%	-	100%	100%	-	100%	99%
定着率 Retention rate	-	100%	100%	-	100%	98%[1]	-	100%	100%
その他のWLB関連制度 Other WLB-related programs									
取得・利用者数[人] Number of users									
看護休暇 Nursing care leave	2	1	1	5	2	3	3	1	2
看護休職 Nursing care temporary retirement	1	0	1	1	0	1	0	0	0
看護短時間勤務 Part-time family care and work	1	0	1	1	0	1	1	0	1
有給休暇積立保存制度 Accumulated paid leave	63	28	35	60	24	36	73	40	33
ボランティア休暇 Volunteer leave	1	-	-	0	-	-	13	-	-
リフレッシュ休暇 Rejuvenation leave	130	-	-	129	-	-	130	-	-

[1] 集計見直しのため修正
[1] Corrections made after data review.

重大・休業災害度数率 [1]
Frequency of serious accidents and accidents causing lost work time [1]

重大・休業災害度数率／被災者数
Frequency of serious accidents and accidents with absence, and number of accident victims

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
休業災害被災者数[人] No. of people (with lost work time)	104	93	99	90	84
重大災害被災者数[人] [2] No. of people (serious accidents) [2]	12	16	17	8	8
度数率 Frequency rate					
LTIFR [3]	1.28	1.13	1.2	1.02	0.97 ☑
LTIR [4]	0.26	0.23	0.24	0.20	0.19
強度率(労働損失日数率) [5] Severity rate (lost workday rate) [5]	0.035	0.035	0.122	0.02	0.02

[1] 集計対象となる従業員は直接雇用の従業員（正規社員、臨時従業員、および出向者を含み、役員を含まない）、ならびに味の素グループの直接の指揮命令下で業務に従事する外部人材（派遣社員等）
[2] 重大災害：死亡および後遺症の残る、または入院を伴う4日以上の休業災害（厚生労働省の労働災害動向調査で対象外の通勤災害は含まない）
[3] Lost Time Injury Frequency Rate：休業を伴う（重大および休業）災害発生件数÷延べ労働時間数x 1,000,000
[4] Lost Time Incident Rate：休業を伴う（重大および休業）災害発生件数÷延べ労働時間数 x 200,000
[5] 強度率：延べ労働損失日数 ÷ 延べ労働時間数 x 1,000

[1] Employees covered by the data aggregation are those directly employed by the company (including regular employees, temporary staff, and seconded employees, but excluding executives), as well as external personnel (such as temporary agency workers) who perform duties under the direct supervision and instruction of the Ajinomoto Group
[2] Serious accidents: Fatal accidents, accidents with physical disabilities, or 4 days or more of lost time accidents with hospitalization (commuting accidents that are excluded from Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare are not counted.)
[3] Lost Time Injury Frequency Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 1,000,000
[4] Lost Time Incident Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 200,000
[5] Severity rate = (Number of lost workdays by lost time injuries) / (Number of hours worked by all employees) x 1,000

主な災害の発生件数推移
Major accident and incidents

[人]
[persons]

		2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
転倒による被災者数 Number of falling over accidents	（ ）内は重大災害 [1] (Serious accidents in parentheses) [1]	24(1)	20(4)	24(4)	21(1)	12(3)
稼働機械による巻き込まれ等の被災者数 Number of caught-in accidents etc. by machines in operation	（ ）内は重大災害 [1] (Serious accidents in parentheses) [1]	11(7)	12(3)	12(4)	7(2)	8(2)

[1] 重大災害：死亡および後遺症の残る、または入院を伴う4日以上の休業災害（厚生労働省の労働災害動向調査で対象外の通勤災害は含まない）
[1] Serious accidents: Fatal accidents, Accidents with physical disabilities, or 4 days or more of lost time accidents with hospitalization (Commuting accidents that are excluded from Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare are not counted.)

業務上の災害による死亡者数
Number of fatalities from work-related accidents

[人]
[persons]

	2021年度 FY2021	2022年度 FY2022	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
死亡者数(従業員 [1]) Work-related fatalities (Employees [1])	0	0	1	0	0 ☑
死亡者数(請負業者) Work-related fatalities (Contractors)	0	0	0	0	0 ☑

[1] 直接雇用の従業員（正規社員、臨時従業員、および出向者を含み、役員を含まない）、ならびに味の素グループの直接の指揮命令下で業務に従事する外部人材（派遣社員等）
[1] Directly employed persons (including regular employees, temporary staff, and seconded employees, but excluding executives), as well as external personnel (such as temporary agency workers) who perform duties under the direct supervision and instruction of the Ajinomoto Group

ホットラインへの通報件数
Number of hotline reports

	2023年度 FY2023			2024年度 FY2024			2025年度 FY2025		
	日本 Japan	海外 Overseas	合計 Total	日本 Japan	海外 Overseas	合計 Total	日本 Japan	海外 Overseas	合計 Total
人権・ハラスメント Human rights, harassment	52	41	93	64	44	108	46	53	99
雇用・就労 Employment and working conditions	21	301	322	18	366	384	17	393	410
品質・環境・安全 Quality, environment and safety	9	22	31	11	32	43	9	29	38
不正 Fraud	5	5	10	7	30	37	6	17	23
マナー・モラル Social manners, ethics	20	158	178	20	81	101	19	93	112
適正な業務遂行 Proper job performance	30	12	42	24	76	100	47	88	135
その他 Other	15	701	716	6	506	512	14	709	723
合計 Total	152	1,240	1,392	150	1,135	1,285	158	1,382	1,540

違反件数
Number of violations

	2023年度 FY2023	2024年度 FY2024	2025年度 FY2025
汚職または贈収賄 Corruption or bribery	0	0	1
差別またはハラスメント [1] Discrimination or harassment [1]	1	1	1
顧客の個人情報漏洩 Customer privacy data	0	1	0
利益相反行為 Conflicts of interest	0	1	0
マネーロンダリングまたはインサイダー取引 Money laundering or insider trading	0	0	0

[1] 味の素（株）の役職員およびグループ各社の役員を対象とする違反件数

[1] Number of violations by officers and employees of Ajinomoto Co., Inc. and officers of Group companies.

Independent Practitioner's Limited Assurance Report

To the Director, Representative Executive Officer, President & Chief Executive Officer of Ajinomoto Co., Inc.

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in Ajinomoto Co., Inc.'s (the "Company") Ajinomoto Group Sustainability Report 2026 (the "Report") for the year ended March 31, 2026 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol "☑".
Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended March 31, 2026 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, and International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.
We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).
Our firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.
We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information. We do not express any form of conclusions thereon.

Responsibilities for the SMI

Management of the Company are responsible for:
- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in Note “How We Measure Greenhouse Gas Emissions” to the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Company's management..

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- evaluating whether the Company’s process for developing estimates as well as its use of data, selection of the methods and assumptions were appropriate;
- performing site visits at one of the Company’s domestic sites and two of the Company’s overseas sites which were determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

/s/Ryo Kato
Ryo Kato, Engagement Partner
KPMG AZSA Sustainability Co., Ltd.
Tokyo Office, Japan
August, 31, 2026

Notes to the Reader of Assurance Report: This is a copy of the Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.